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LODGING

AUGUST 1986

Hospitality

THE PENTON MANAGEMENT MAGAZINE FOR HOTELS. MOTELS. RESORTS

LODGING'S 400

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AUGUST 1986

Hospitality

VOLUME FORTY-TWO

NUMBER EIGHT

LODGING'S 400

Our eagerly-awaited annual survey of the top-performing hotels and largest chains in the industry is ready for your perusal. You'll find the compilations for center city hotels beginning on page 70; resorts on page 78; suburban properties on page 86; highway motels on page 94; airport hotels on page 100; and the chain report on page 102. Keep this exclusive report handy throughout the year.
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SELECTING UNIFORMS

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PROPERTY MANAGEMENT

Fewer and fewer hotels are able to do without the wide-ranging advantages of PMS technology. We can assist you with buying decisions.
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Yes, it's true—roomservice can be profitable and not always a costly necessity for operators.
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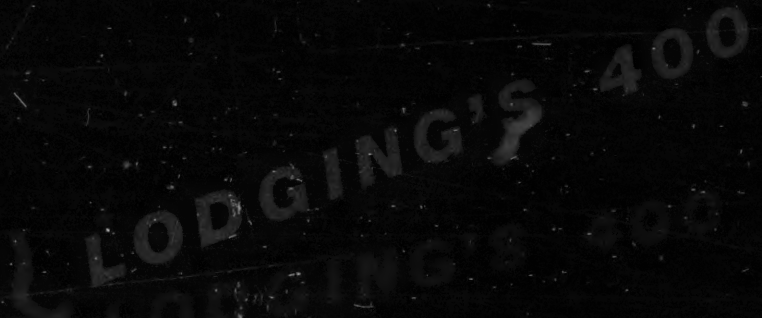

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Lodging's 400 Top Performers

BY MONA McCOY
Associate Editor

During 1985, the gap between the performance of the best and the rest widened. The same 365 days which resulted in sliding occupancy rates and slowing construction for the lodging industry as a whole, resulted in some of the highest revenues ever for the 400 top performers in five lodging categories—resorts, suburban, center city, highway and airport.

The gap is most apparent in the total sales per room measurement. In 1985, there was a difference of nearly $20,000 in total sales per room between our top performers (with an average of $39,936 total sales per room) and the rest of the industry (with an average of $20,118 total sales per room). In 1984, that difference was closer to $15,000.

In addition, while occupancy for the industry slid from 78 percent in 1984 to 66 percent in 1985, occupancy for our top performers slipped only two percentage points—from 72 percent to 70 percent.

Though each of the 400 hotels in our survey is profitable and distinctive, each year the performance of an elite few of the group is particularly astounding. Among the best of the best:

In the sales per room category, Caneel Bay, a Rockresort in the U.S. Virgin Islands, tallied $129,412 in revenues for each of its 170 rooms. The average total sales per room for the 400 was $39,936.

Once again, the Hale Koa Hotel in Honolulu had perfect 100 percent occupancy for the year.

The Boca Raton Hotel and Club brought in revenues of $72 million for the year.

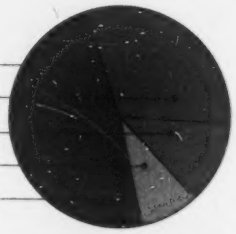
Resorts International's Casino Hotel in Atlantic City totaled more than $36 million in food and beverage revenues for the year. The average for the rest of the top performers was $7.2 million.

The Mansion on Turtle Creek of Dallas, listed this year as a center city hotel (it was listed as a suburban hotel in previous years), was $37,000 ahead of the total sales per room of the number-two contender—the Sheraton Premiere in Universal City, California. The total sales per room figure for the Mansion on Turtle Creek was $121,154 while the Sheraton Premiere logged a respectable $84,154 per room.

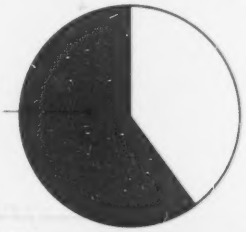
Some other trends emerging from the figures:

- As in the past, the top performers are relatively young. Among the 400, 85 percent have been in existence fewer than 26 years.
- More business is being booked through chain-operated reservations systems than ever before. In 1984, only eight percent of our top performers booked 40 percent or more of their business through a reservations system. Though approximately the same number of hotels belong to a reservations system this year (59 percent in 1984 and 60 percent in 1985,) 32 percent of the top performers booked more than 40 percent of their business through a reservations system in this year's survey.
- The average number of rooms among the top performers is 245 (last year, top performers averaged 261 rooms). As usual, center city hotels have the most rooms, with an average of 335, while highway hotels average 148.
- Food and beverage revenues for top performers are significantly higher than figures for the rest of the industry. While f&b accounts for 38 percent of total revenues for top performers, only 21 percent of revenues come from f&b facilities for the rest of the industry.

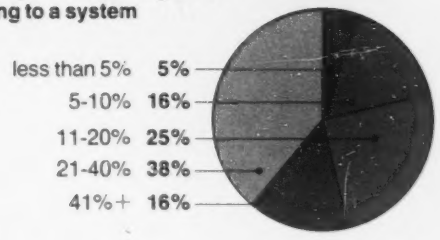
Type of operation



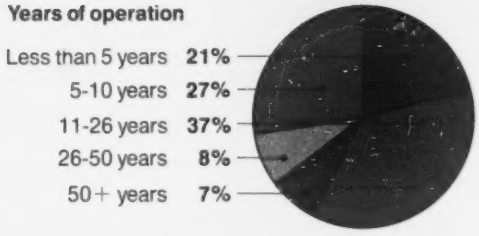
belong to a reservation system 60%



% business booked through reservation systems, among those which belong to a system

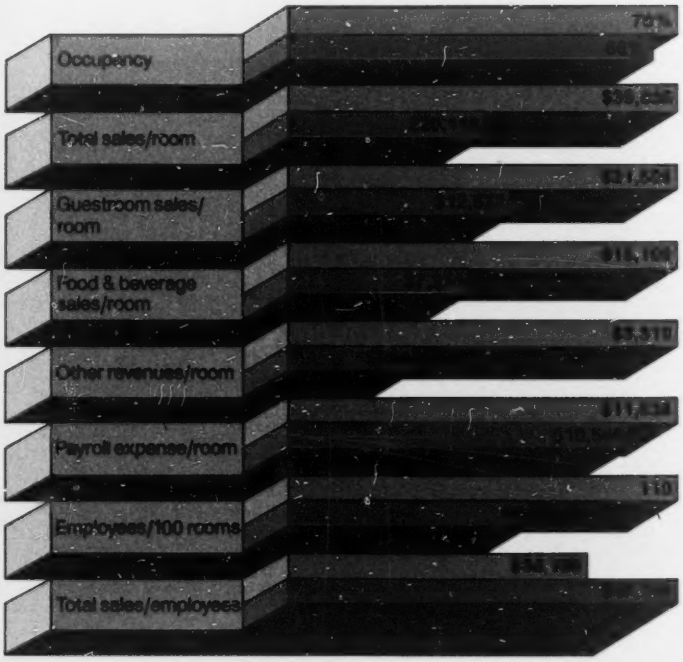


Years of operation

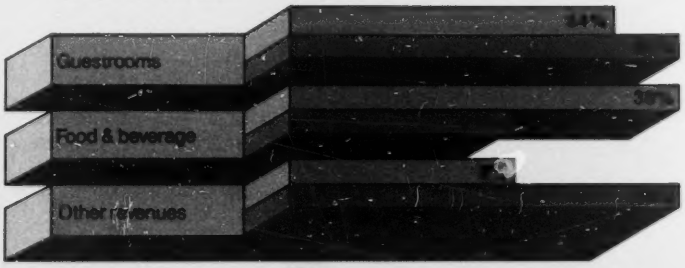


Top Performers vs. the Industry

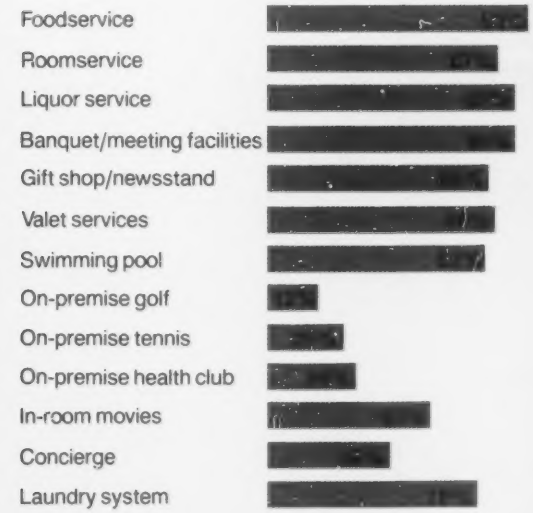
400 Top Performers Industry



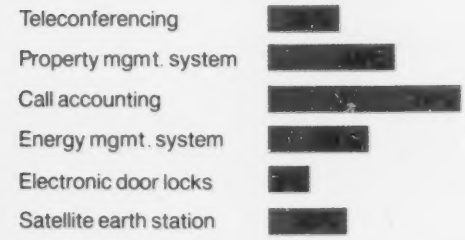
Composition of Sales



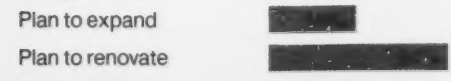
Services and facilities



Technology systems



Future Plans



CENTER CITY
Top Performers

The Mansion on Turtle Creek, a 143-room, five-year-old hotel in Dallas, was the center city and industry top performer this year. With a total annual dollar volume of $17,325,000, this hotel earned $121,154 in revenues for each room in 1985. Though this is the first year the Mansion on Turtle Creek was listed as a center city hotel, it has fared well in past years when hotel management chose to list it as a suburban hotel. Last year, it was the second-place suburban winner with total sales per room of $112,237.

The second place top performer, Sheraton Premiere in Universal City, California, is also new to the center city list. This two-year-old, 188-room hotel gleans 80 percent of its business from conventions. The conventioneers appear to be the hungry and thirsty type—more than 45 percent ($7,228,000) of the hotel's business comes from the food and beverage facilities.

Third place Ritz Carlton of Chicago moved up a slot this year with per-room sales of $81,206, a hefty increase from last year's $71,791 per room.

As one would expect, center city top performers slightly outperform other top performers in the service categories. For instance, roomservice is available in 95 percent of the center city hotels while just 87 percent of the other top performers offer this service. Similarly, valet service can be found in 95 percent of the center city hotels, but only 86 percent of tbe other top performer hotels.

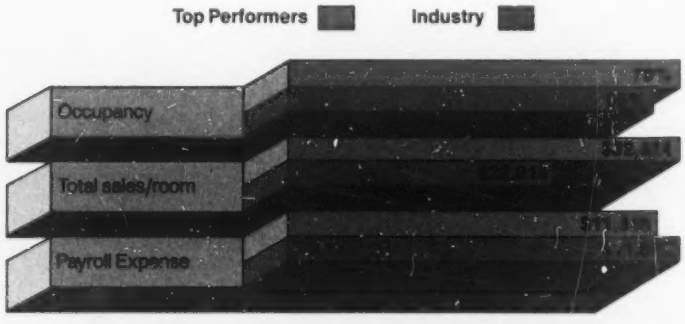
Center city top performers are far ahead of the industry in total sales per room. While the average for the top performer is $32,624 per room, the industry averages $22,104. Both numbers, however, are below last year's figures. Last year, the top performers earned $35,446 on every room and center city hotels averaged $29,400 per room.

The composition of sales remains about the same. For our top performers, food and beverage revenues are slightly higher than the industry average, but about the same as the figures in last year's study.

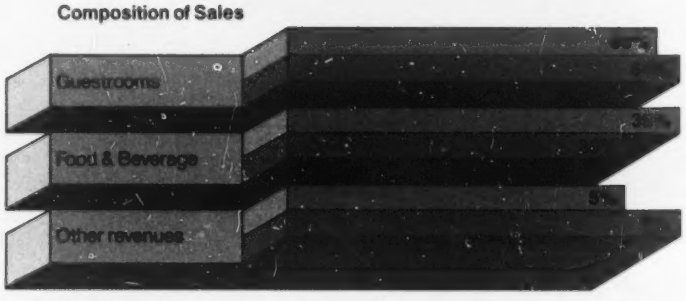
While most of the hotels are independent (41 percent), few, predictably are franchised (14 percent), and none are members of a referral group. More than half of the center city top performers are less than 10 years old.

Technology is big with the city hotels. Call accounting systems can be found in 76 percent of the sites, energy management systems are installed in 46 percent of the hotels and 14 percent have electronic door locks. H

Center City Top Performers vs. the Industry



Composition of Sales



Source: *Industry figures are upper quartile figures for center city properties, except composition of sales figures, which are averages from Laventhol & Horwath's U.S. Lodging Industry 1985. Top Performer figures are averages, except occupancy and sales/room, which are medians.*

Lodging's 400 Top Performers

CENTER CITY

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Mansion on Turtle Creek, Dallas, TX	143	121,154	1	17,325	25	6,223	9,138	1,964	69	60	355
Sheraton Premiere, Universal City, CA	188	84,154	2	15,821	30	7,069	7,228	1,524	44	100	530
Ritz Carlton Hotel, Chicago, IL * **(4)**	431	81,206	3	35,000	4	18,800	12,700	3,500	71	41	600
Society Hill Hotel, Philadelphia, PA	12	75,833	4	910	100	248	662	—	79	20	25
Campton Place Hotel, San Francisco, CA **(14)**	123	73,667	5	9,061	44	5,054	3,661	346	62	82	181
Beverly Hills Hotel & Bungalows, Beverly Hills, CA	325	71,990	6	23,397	14	14,140	8,650	607	92	1	520
The Donatello, San Francisco, CA **(17)**	95	67,958	7	6,456	63	3,284	2,710	462	65	73	150
The Peabody, Memphis, TN **(30)**	454	66,079	8	30,000	7	14,000	16,000	—	72	36	720
Hay Adams Hotel, Washington, D.C.	155	64,516	9	10,000	39	7,000	2,750	250	64	78	185
Hotel Meridien, Boston, MA	326	62,883	10	20,500	22	10,295	7,900	2,305	72	37	335
Stanford Court Hotel, San Francisco, CA **(11)**	402	62,189	11	25,000	12	16,000	8,000	1,000	70	52	385
Drake Hotel, Chicago, IL **(10)**	535	60,927	12	32,596	6	14,867	16,150	1,579	67	67	750
Tremont Hotel, Chicago, IL **(7)**	139	56,834	13	7,900	51	3,800	4,100	—	69	59	123
St. James Hotel, Red Wing, MN **(16)**	60	55,000	14	3,306	89	932	2,026	348	67	65	125
Ponchartrain Hotel, New Orleans, LA **(20)**	100	52,000	15	5,200	75	2,000	3,200	—	65	74	190
Mayfair Regent Chicago, Chicago, IL **(27)**	204	51,015	16	10,409	38	6,284	3,662	463	64	79	205
One Washington Circle Hotel, Washington, D.C. **(40)**	151	45,033	17	6,850	61	5,000	1,700	150	80	18	98
Copley Plaza Hotel, Boston, MA **(24)**	400	45,000	18	18,000	23	9,000	8,000	1,000	65	70	520
Hotel Roosevelt, Chicago, IL	105	42,952	19	4,515	81	4,450	—	65	89	5	19
Hotel Magee, Bloomsburg, PA	52	42,884	20	2,230	98	280	1,950	—	60	91	110
Washington Marriott, Washington, D.C. **(50)**	350	42,857	21	15,000	31	11,000	4,000	—	90	4	350
Omni Parker House Hotel, Boston, MA **(33)**	541	42,329	22	22,900	17	12,400	9,000	1,500	76	25	545
The Drake Swissotel, New York, NY **(58)**	634	41,798	23	26,500	9	20,000	5,000	1,500	70	53	425
Sheraton Anchorage Hotel, Anchorage, AK	410	41,463	24	17,000	27	10,000	7,000	—	84	12	340
Westin Bonaventure, Los Angeles, CA	1,474	40,705	25	60,000	1	25,000	25,000	10,000	60	88	1,600
Loews L'Enfant Plaza Hotel, Washington, D.C. **(34)**	372	40,322	26	15,000	32	9,500	5,000	500	80	19	300
The Irvine Hilton Towers, Irvine, CA	550	40,000	27	22,000	18	12,000	10,000	—	70	51	450
Sheraton Fishermans Wharf, San Francisco, CA **(47)**	525	39,428	28	20,700	20	16,400	3,000	1,300	88	6	328
Oxford Hotel, Denver, CO **(5)**	82	39,207	29	3,215	90	1,140	1,502	573	50	98	122
Belvedere Hotel, Baltimore, MD	180	38,888	30	7,000	56	2,000	4,000	1,000	68	61	425
Galleria Park Hotel, San Francisco, CA	180	38,261	31	6,887	59	4,587	1,717	583	92	2	122
Dallas Hilton Inn, Dallas, TX	393	38,168	32	15,000	33	11,000	4,000	—	65	71	235
Colony Inn, New Haven, CT	100	38,150	33	3,815	87	1,800	1,650	365	86	8	99

** Indicates last year's TOP 400 ranking*

Lodging's 400 Top Performers

CENTER CITY

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Amway Grand Plaza Hotel, Grand Rapids, MI **(63)**	682	38,123	34	26,000	10	13,000	13,000	—	54	94	1,122
Doral Park Ave. Hotel, New York, NY	203	37,709	35	7,655	52	5,600	1,265	790	71	44	127
Hotel Captain Cook, Anchorage, AK	600	36,666	36	22,000	19	13,000	9,000	—	70	50	450
Edgewater Inn, Seattle, WA **(83)**	176	36,244	37	6,379	64	3,369	2,801	209	78	21	227
Halloran House, New York, NY **(57)**	645	35,550	38	22,930	16	17,600	5,080	250	82	16	420
Warwick Hotel, New York, NY **(54)**	500	35,000	39	17,500	24	12,700	3,300	1,500	77	23	270
Royal Sonesta Hotel, Cambridge, MA **(29)**	400	35,000	40	14,000	34	8,000	5,000	1,000	65	77	380
Hotel Vintage Court, San Francisco, CA **(41)**	106	34,915	41	3,701	88	2,572	1,129	—	90	3	64
The Otani Hotel & Garden, Los Angeles, CA **(52)**	448	34,743	42	15,965	29	8,775	5,724	1,466	76	27	415
Sheraton Commander Hotel, Cambridge, MA	173	34,682	43	6,000	70	4,800	1,200	—	75	29	130
Baltimore Hilton, Baltimore, MD	714	34,313	44	24,500	13	16,000	7,750	750	67	66	550
San Antonio Marriott Riverwalk, San Antonio, TX	502	33,865	45	17,000	26	11,400	4,500	1,100	75	30	350
Royal Sonesta Hotel, New Orleans, LA **(44)**	494	32,995	46	16,300	28	10,300	5,000	1,000	63	80	500
Raphael Hotel of Chicago, Chicago, IL **(75)**	172	32,936	47	5,665	73	4,282	1,200	183	83	15	148
Quality Inn Plaza Square, Springfield, MO	124	32,862	48	4,075	82	2,000	2,000	75	63	81	200
Miyako Hotel, San Francisco, CA **(77)**	208	32,812	49	6,825	62	4,762	1,764	299	71	42	150
Sheraton City Squire, New York, NY	705	32,624	50	23,000	15	19,000	4,000	—	85	10	340
La Fonda, Santa Fe, NM **(82)**	155	31,967	51	4,955	78	2,852	1,769	334	74	33	155
New Orleans Hilton Riverside & Towers, New Orleans, LA	1,602	31,835	52	51,000	2	30,000	18,000	3,000	58	92	2,000
The Inn at Children's, Boston, MA **(59)**	82	31,707	53	2,600	95	1,700	900	—	84	13	75
Doubletree Inn-Dallas, Dallas, TX	302	31,456	54	9,500	41	6,000	3,300	200	74	32	250
Holiday Inn Crowne Plaza, Stamford, CT	384	31,250	55	12,000	37	8,000	4,000	—	60	86	280
Sheraton Plaza Inn, New Rochelle, NY	130	30,230	56	3,930	84	2,200	1,600	130	75	28	105
Sheraton New Orleans Hotel & Towers, New Orleans, LA	1,101	30,033	57	33,066	5	22,454	8,293	2,319	68	62	800
Omni Atlanta Hotel, Atlanta, GA **(67)**	470	29,681	58	13,950	35	7,731	5,000	1,219	54	95	450
Winston Plaza, a Stouffer Hotel, Winston-Salem, NC	318	28,996	59	9,221	43	4,192	2,526	2,503	53	96	265
The Kahler Hotel, Rochester, MN **(91)**	720	28,750	60	20,700	21	11,000	7,700	2,000	65	69	575
Barbizon Golden Tulip, New York, NY	350	28,571	61	10,000	40	8,000	1,700	300	67	63	210
Berkshire Hilton Inn, Pittsfield, MA	175	28,571	62	5,000	76	2,500	1,500	1,000	67	64	165
Howard Johnsons In-Towne, Louisville, KY	105	28,571	63	3,000	93	2,000	1,000	—	70	45	40
The Mills House Hotel, Charleston, SC	214	28,303	64	6,057	66	4,144	1,776	137	66	68	167
Center of N.H.—Holiday Inn, Manchester, NH	251	28,289	65	7,100	55	3,100	3,700	300	60	87	350
Strater Hotel, Durango, CO **(85)**	94	28,191	66	2,650	94	1,250	1,400	—	72	40	100

Lodging's 400 Top Performers

CENTER CITY

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Marriott City Center Hotel, Charlotte, NC	431	27,842	67	12,000	38	7,000	4,500	500	70	49	320
Radisson Hotel Wilmington, Wilmington, DE	217	27,788	68	6,030	68	3,500	2,200	330	70	47	180
Holiday Inn French Quarter, New Orleans, LA	252	27,777	69	7,000	57	6,000	1,000	—	70	54	130
Embassy Suites, Dallas, TX	248	27,730	70	6,877	60	5,665	953	259	88	7	180
Eureka Inn, Eureka CA (87)	110	27,727	71	3,050	92	1,300	1,700	50	80	90	120
Hotel Europa, Chapel Hill, NC	172	27,046	72	4,652	80	2,356	2,108	188	65	76	172
Park Place Hotel, Traverse City, MI	146	26,712	73	3,900	85	1,500	1,400	1,000	70	46	75
Omni Northstar Motel, Minneapolis, MN	226	26,659	74	6,025	69	3,301	2,342	382	62	84	110
Chase Park Plaza, St. Louis, MO	308	26,623	75	8,200	47	3,000	3,638	1,562	50	99	550
Raphael Hotel of San Francisco, San Francisco, CA	151	26,212	76	3,958	83	3,814	—	144	86	9	65
Beverly Crest Hotel, Beverly Hills, CA	54	26,203	77	1,415	99	954	461	—	74	34	42
The Howard Inn, Washington, D.C.	150	26,000	78	3,900	86	1,700	1,300	900	52	97	150
Boston Park Plaza Hotel & Towers, Boston, MA	1,000	26,000	79	26,000	11	17,000	8,000	1,000	69	55	800
Ramada Hotel-Fishermans Wharf, San Francisco, CA	231	25,974	80	6,000	71	5,000	1,000	—	84	14	100
The Cornhusker Hotel, Lincoln, NE	290	25,486	81	7,391	54	3,066	3,164	1,161	56	93	299
Howard Johnson's, Louisville, KY	197	25,381	82	5,000	77	2,000	3,000	—	65	75	250
Centre Plaza Holiday Inn, Fresno, CA	320	25,343	83	8,110	48	4,100	3,900	110	70	48	300
Nendels Motor Inn, Boise, ID	91	25,275	84	2,300	96	650	1,650	—	69	58	60
Radisson Suite Hotel, Ogden, UT (68)	126	24,683	85	3,110	91	1,700	1,400	10	71	43	90
Holiday Inn Fairlane, Detroit, MI	247	24,663	86	6,092	65	4,367	1,600	125	72	39	207
Maitland Hotel, Orlando, FL	388	24,484	87	9,500	42	5,150	4,200	150	69	57	300
Radisson Plaza Hotel, Lexington, KY	369	24,390	88	9,000	45	5,000	3,000	1,000	69	56	325
Radisson Hotel Burlington, Burlington, VT	200	24,000	89	4,800	79	3,091	1,495	214	73	35	200
Sheraton Universal City, Philadelphia, PA	377	23,873	90	9,000	46	6,000	2,500	500	65	72	200
Executive Tower Inn, Denver, CO	336	23,809	91	8,000	50	3,800	2,200	2,000	92	83	210
Tulsa Marriott Hotel, Tulsa, OK	336	23,809	92	8,000	49	5,000	3,000	—	72	38	225
Holiday Inn of Pasadena, Pasadena, CA	316	23,797	93	7,520	53	5,100	2,100	320	74	31	180
Holiday Inn, San Jose, CA	240	23,717	94	5,692	72	3,353	2,046	293	62	85	145
Savery Hotel & Spa, Des Moines, IA	225	23,555	95	5,300	74	2,300	3,000	—	60	89	185
Beverly Hotel, New York, NY (95)	300	23,333	96	7,000	58	5,500	1,200	300	77	24	84
Milford Plaza Hotel, New York, NY	1,300	23,076	97	30,000	8	24,000	5,000	1,000	82	17	450
Embassy Suites, Kansas City, MO	266	22,932	98	6,100	67	5,300	—	800	76	26	120
San Francisco Hilton Hotel and Tower, San Francisco, CA (99)	1,600	22,863	99	41,153	3	29,944	1,209	—	85	11	900
Heritage Inn, Ridgecrest, CA	126	22,863	100	1,496	97	1,334	162	—	76	22	28

RESORT Top Performers

While our top performing resorts are basking in the big bucks, the rest of the resort industry appears to be struggling to keep from being burned. On the average, resorts in this year's group of top performers increased total sales per room by $78 (from $45,968 in 1984 to $46,046 in 1985), and median occupancy increased a percentage point to 71 percent.

The year 1985 was a cloudy one for others in the resort industry, however. Occupancy dropped from 78 percent in 1984 to 66 percent, while average sales per room slipped from $43,962 to $22,939.

Each year, the top few resort winners nudge total sales up to astounding levels. To give you an idea of the kind of money being thrown into resort pots these days, just two years ago only one resort had more than $100,000 in sales per room. Last year, four hotels edged over the mark, and this year we have six resorts which have more than $100,000 in total sales per room.

After a year's absence, our top resort, Caneel Bay, a Rockresort on St. John in the Virgin Islands, led all other resorts with $129,412 total sales per room. Two years ago, in the study which analyzed performance in 1983, Caneel Bay chalked up $96,750 in total sales per room.

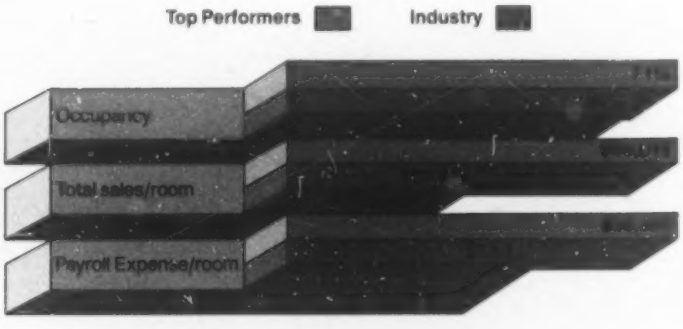
Second-place winner, the Cloister in Sea Island, Georgia, has undergone constant upgrading and renovation in the past three years. The managers are planning to add a new kitchen and beach club next year. In 1985, the coffers for the 264-room, 58-year-old Cloister have swelled to $11.1 million in the food and beverage drawer and $10.8 million in the guestroom slot.

Of this year's 100, 41 are repeats from last year, though the ranking has reshuffled a bit. Last year's top three were nudged to the fourth, fifth and sixth positions to make room for this year's top three newcomers.

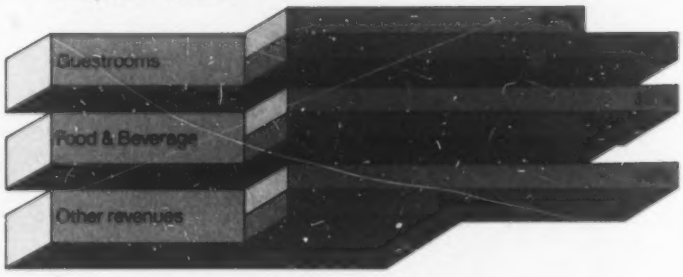
The top performing resorts naturally have a certain amount of respect for the power of good food. In many cases, food and beverage sales account for more than guestroom sales. On the average, however, food and beverage sales amounted to 39 percent of total sales for the 100. In the resort industry, food and beverage sales are 34 percent of total sales.

Of the 100 top performers, 83 are independent hotels. Most of the top resorts have between 10 and 26 years of hospitality. H

Resort Top Performers vs. the Industry



Composition of sales



Source: *Industry figures are upper quartile figures for resort properties, except composition of sales figures, which are averages from Laventhol & Horwath's U.S. Lodging Industry 1985. Top Performer figures are averages, except occupancy and sales/room, which are medians.*

Lodging's 400 Top Performers

RESORT	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Caneel Bay, A RockResort, U.S. Virgin Islands	170	129,412	1	22,000	20	10,000	6,000	6,000	79	36	450
The Cloister, Sea Island, GA	264	125,000	2	33,000	13	10,800	11,100	11,100	83	21	770
Turnberry Isle Yacht & Country Club, Miami, FL	118	118,881	3	14,028	30	3,252	8,049	2,727	63	77	650
Ventana Inn, Big Sur, CA *(1)	40	112,500	4	4,500	65	2,000	2,000	500	90	5	130
La Costa Hotel & Spa, Carlsbad, CA (2)	310	110,132	5	34,141	12	12,207	8,227	13,707	75	42	950
San Ysidro Ranch, Santa Barbara, CA (3)	42	108,452	6	4,555	64	2,436	2,119	—	71	52	126
Kona Village Resort, Kailua Kona, HI (7)	100	97,100	7	9,710	41	4,520	4,135	1,055	67	67	193
Pier House, Key West, FL (5)	120	95,000	8	11,400	36	4,700	5,200	1,500	83	20	330
Resorts International Casino Hotel, Atlantic City, NJ	686	94,203	9	64,623	3	18,910	36,085	9,628	88	8	3,746
Tropicana Hotel & Casino, Atlantic City, NJ	512	91,753	10	46,978	6	14,560	32,418	—	85	16	3,254
Silverado Country Club & Resort, Napa, CA (9)	275	90,909	11	25,000	17	10,000	7,500	7,500	80	35	550
Kahala Hilton Hotel, Honolulu, HI	370	86,486	12	32,000	14	19,000	11,000	2,000	72	47	450
Hale Kulani, Honolulu, HI	456	85,526	13	39,000	11	25,000	12,000	2,000	78	39	610
Candelero Hotel at Palmas del Mar, Humacao, PR (15)	102	84,784	14	8,648	42	2,106	2,818	3,724	70	56	210
Boca Raton Hotel & Club, Boca Raton, FL (8)	925	77,837	15	72,000	1	35,000	24,000	13,000	73	45	1,700
Walt Disney World Village Resort & Villas, Lake Buena Vista, FL	585	77,162	16	45,140	7	22,140	23,000	—	80	34	785
Holiday Isle Resort & Marina, Islamorada, FL	130	76,923	17	10,000	39	3,000	5,000	2,000	85	15	175
Longboat Key Club, Longboat Key, FL	221	76,923	18	17,000	24	8,700	3,500	4,800	65	75	362
Rancho Bernardo Inn, San Diego, CA (14)	235	76,596	19	18,000	23	6,000	7,000	5,000	80	32	510
Broadmoor Hotel, Colorado Springs, CO (20)	560	75,000	20	42,000	8	16,500	16,000	9,500	68	66	1,800
The Woodlands Inn & Country Club, The Woodlands, TX (19)	268	70,896	21	19,000	22	4,700	5,437	8,863	61	83	350
Hotel Del Coronado, Coronado, CA (21)	689	65,312	22	50,000	5	25,000	20,000	5,000	87	12	1,200
Woodstock Inn & Resort, Woodstock, VT (23)	122	63,820	23	7,786	48	3,236	2,331	2,219	69	57	310
Kapalua Bay Hotel & Villas, Lahaina, HI	340	61,765	24	21,000	21	12,000	8,000	1,000	65	73	530
Madrona Manor, Healdsburg, CA	16	61,250	25	980	100	340	640	—	61	82	40
The American Club, Kohler, WI (35)	110	60,873	26	6,696	52	2,660	3,471	565	72	46	278
Best Western Jamaica Bay Inn, Marina Del Rey, CA	43	60,302	27	2,593	87	1,133	1,277	183	80	30	85
Williamsburg Lodge & Conference Center, Williamsburg, VA	197	59,178	28	11,658	35	5,237	5,971	450	85	17	—
Stein Eriksen Lodge, Salt Lake City, UT	120	58,333	29	7,000	50	4,500	2,500	—	55	89	230
Disneyland Hotel, Anaheim, CA (45)	1,120	58,036	30	65,000	2	32,000	23,000	10,000	87	11	1,800
Clarion Inn at McCormick Ranch, Scottsdale, AZ	125	57,600	31	7,200	48	4,000	2,000	1,200	75	41	190
Trapp Family Lodge, Stowe, VT (34)	91	56,978	32	5,185	62	2,054	2,263	868	66	71	219
Bonaventure Hotel & Spa, Ft. Lauderdale, FL (61)	493	56,795	33	28,000	16	15,000	11,000	2,000	62	81	650

** Indicates last year's TOP 400 ranking*

Lodging's 400 Top Performers

RESORT	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Stonehurst Manor, North Conway, NH	22	56,739	34	1,305	98	325	980	—	52	91	35
Maui Marriott Resort, Lahaina, HI	720	55,555	35	40,000	9	24,000	14,000	2,000	90	2	330
Indian Hills Inn & Golf Club, Malvern, PA (81)	96	54,827	36	5,373	81	3,221	2,106	46	83	19	77
Opryland Hotel, Nashville, TN (37)	1,067	54,029	37	57,649	4	28,075	24,685	4,889	87	9	1,700
San Luis Bay Inn, Avila Beach, CA (78)	76	52,632	38	4,000	89	2,140	1,860	—	81	28	130
Wakulla Springs and Lodge, Wakulla Springs, FL (39)	27	51,852	39	1,400	97	450	480	470	82	26	70
Heritage House, Little River, CA	69	50,725	40	3,500	78	2,250	1,250	—	87	10	107
Kaanapali Shores Resort, Kaanapali, HI	463	50,512	41	23,387	19	11,694	11,693	—	84	18	180
The Inn at Rancho Santa Fe, Rancho Santa Fe, CA	75	50,000	42	3,750	72	2,250	1,500	—	82	24	110
Santa Barbara Inn, Santa Barbara, CA (44)	71	49,296	43	3,500	75	2,000	1,500	—	85	13	80
Buena Vista Palace, Lake Buena Vista, FL (60)	842	47,506	44	40,000	10	32,000	8,000	—	78	37	900
Jared Coffin House, Nantucket, MA (62)	58	47,052	45	2,729	96	1,161	1,558	10	66	70	—
Sheraton Princeville Hotel, Princeville, HI (48)	300	46,666	46	14,000	31	8,200	5,800	—	82	60	334
St. Clair Inn, St. Clair, MI (50)	97	46,392	47	4,500	96	1,500	3,000	—	85	74	145
The New Otani Kaimana Beach Hotel, Honolulu, HI	136	46,377	48	6,400	83	3,200	2,900	300	82	22	140
Point West Inn, Macatawa, MI (51)	65	46,046	49	2,993	93	1,051	1,949	—	74	44	130
Avalon Inn, Warren, OH (65)	90	45,555	50	4,100	95	2,300	1,800	—	82	23	138
Kona Kai Beach & Tennis Resort, San Diego, CA	176	44,943	51	8,000	45	4,000	1,500	2,500	76	40	320
La Quinta Hotel Golf & Tennis Resort, La Quinta, CA (88)	268	44,776	52	12,000	34	6,500	4,550	950	58	88	350
Napili Kai Beach Club, Lahaina, HI	136	44,118	53	6,000	57	5,000	1,000	—	71	51	125
Boyne Mountain Lodge, Boyne Mountain, MI	540	43,981	54	23,750	18	4,350	4,800	14,600	46	96	1,200
Cheeca Lodge, Islamorada, FL (73)	86	43,605	55	3,750	73	2,245	1,255	250	85	72	110
Ireland's Inn, Ft. Lauderdale, FL (83)	76	43,184	56	3,282	79	1,178	1,962	142	54	90	125
Cortina Inn, Killington, VT (89)	70	42,917	57	2,575	89	1,300	975	300	71	49	76
Sheraton Key Largo, Resort, Key Largo, FL	200	42,000	58	8,400	44	5,800	2,600	—	69	64	200
Wild Dunes, Isle of Palms, SC	350	42,134	59	15,000	28	7,500	3,500	4,000	36	99	—
Silver Sands Motel, Miami, FL (74)	58	41,379	60	2,400	92	1,040	1,360	—	68	63	68
Gaston's White River Resort, Lakeview, AR	61	40,984	61	2,500	90	700	800	1,000	71	48	122
Seabrook Island Ocean Club, Charleston, SC (49)	385	40,779	62	15,700	26	6,200	4,050	5,450	46	97	530
Black Butte Ranch Lodge & Resort, Black Butte Ranch, OR	84	40,476	63	3,400	76	450	1,200	1,750	33	100	180
Westlake Inn Motor Hotel, Westlake Village, CA (43)	75	40,440	64	3,033	82	1,504	1,529	—	80	29	103
St. Croix by the Sea Hotel, St. Croix, U.S. Virgin Islands	70	40,143	65	2,810	86	2,160	650	—	90	3	75
Inn at the Peak, Clymer, NY (12)	61	39,951	66	4,437	61	2,895	1,376	166	70	53	110

* *Indicates last year's TOP 400 ranking*

Lodging's 400 Top Performers

RESORT	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Bay Valley Hotel & Resort, Bay City, MI	151	39,735	67	6,000	56	2,300	2,700	1,000	71	50	180
Alive Polairity at Murietta Hot Springs, Murietta, CA	139	39,424	68	5,480	60	1,024	1,106	3,350	74	43	230
Bahia Cabana Motel, Ft. Lauderdale, FL **(80)**	76	39,355	69	2,991	84	807	2,120	64	62	79	80
Lighthouse Inn, New London, CT	51	39,216	70	2,000	94	1,000	1,000	—	68	65	45
Historic Strasburg Inn, Strasburg, PA	103	38,835	71	4,000	70	2,000	1,500	500	70	54	160
Bird-In-Hand Motor Inn, Bird-In-Hand, PA	65	38,723	72	2,517	89	765	1,752	—	81	27	133
Mission Inn Golf & Tennis Resort, Howey-in-the Hills, FL **(67)**	158	38,607	73	6,100	55	2,100	2,350	1,650	60	84	450
Hyatt Regency Saipan, Saipan, GU	183	38,251	74	7,000	49	3,800	2,400	800	80	31	195
Quail Hollow Inn, Painesville, OH **(100)**	169	37,870	75	6,400	54	2,400	2,900	1,100	68	62	200
Pacific Island Club, Tamuning, GU **(25)**	321	37,383	76	12,000	33	7,000	4,500	500	80	33	230
Aspen Town & Country Lodge & Resort, Aspen, CO	50	37,160	77	1,858	95	1,100	700	58	69	60	47
Samoset Resort Inn, Rockland, ME	148	37,061	78	5,485	59	2,485	2,194	806	68	61	210
Marriott Seaview, Absecon, NJ	300	36,666	79	11,800	37	5,000	4,000	2,800	69	58	350
Hale Koa Hotel, Honolulu, HI **(90)**	420	36,474	80	15,259	28	6,516	7,997	746	100	1	537
Quality Inn—Kissimmee East, Kissimmee, FL	279	35,842	81	10,000	40	8,000	2,000	—	67	69	87
Dillard House, Dillard, GA	63	35,714	82	2,250	93	500	1,750	—	85	14	160
Guam Reef Hotel, Tamuning, GU	295	35,671	83	10,523	38	5,982	4,292	249	88	6	241
ShoreCliff Lodge & Inn, Pismo Beach, CA	99	35,354	84	3,500	77	2,200	1,300	—	88	7	94
The Stanley Hotel, Estes Park, CO	91	35,165	85	3,200	81	1,200	1,600	400	50	95	100
Alpenhof, Teton Village, WY **(87)**	40	35,000	86	1,400	98	750	650	—	55	87	80
Jupiter Beach Hilton, Jupiter, FL	193	34,922	87	6,740	51	3,970	2,528	242	67	68	200
Hershey Lodge & Convention Center, Hershey, PA	456	34,901	88	15,915	25	8,372	6,846	697	70	55	310
Sheraton Tucson El Conquistador Golf & Tennis Resort, Tucson, AZ	440	34,886	89	15,350	27	8,250	6,400	700	64	76	750
The Heidel House Resort & Conference Ctr., Green Lake, WI	92	34,783	90	3,200	80	2,000	1,200	—	78	38	160
Topnotch at Stowe, Stowe, VT	104	34,615	91	3,600	74	2,100	1,000	500	50	92	130
The Lodge, Cloudcraft, NM	47	34,043	92	1,600	96	523	825	252	50	93	69
Lake Arrowhead Hilton Lodge, Lake Arrowhead, CA **(98)**	250	34,000	93	8,500	43	3,900	4,200	400	47	96	310
Los Gatos Lodge, Los Gatos, CA	127	33,858	94	4,300	67	2,500	1,800	—	82	25	134
Crystal Mountain Resort & Conference Center, Thompsonville, MI	119	33,613	95	4,000	71	1,200	1,100	1,700	59	85	220
Chatham Bars Inn, Chatham, MA	150	33,333	96	3,000	83	1,500	1,500	—	90	4	140
Skytop Lodge, Skytop, PA	180	33,000	97	5,940	58	3,390	1,700	850	50	94	270
Snowbird Ski & Summer Resort, Snowbird, UT	910	32,967	98	30,000	15	15,000	10,000	5,000	55	86	950
Doral Beach Hotel, North Miami Beach, FL	420	32,667	99	13,720	32	7,360	5,163	1,197	62	78	—
Sheraton Sturbridge Resort & Conference Center, Sturbridge, MA	241	32,647	100	7,868	47	4,235	3,445	188	69	59	240

SUBURBAN Top Performers

Two hotels like the Sheraton Valley Forge Hotel in King of Prussia, Pennsylvania, and the Grand Bay Hotel in Miami, and many suburban hotels that didn't make our list of top performers, suburbia is still a land of opportunity. The cost of that opportunity, however, climbed significantly in 1985.

This fact becomes particularly apparent in measuring payroll expense per room. As an industry, suburban hotels spent $5,419 in 1984 on payroll per room. In one year, that figure climbed to $8,777. While not as drastic, the cost of payroll for the suburban top performers also climbed—from $10,654 to $11,712.

Curiously, while total sales per room for the industry rose from $18,340 to $19,587, sales slipped in this category for our top performers. In last year's study, we listed average sales per suburban room as $29,234. This year, that figure dipped to $28,571.

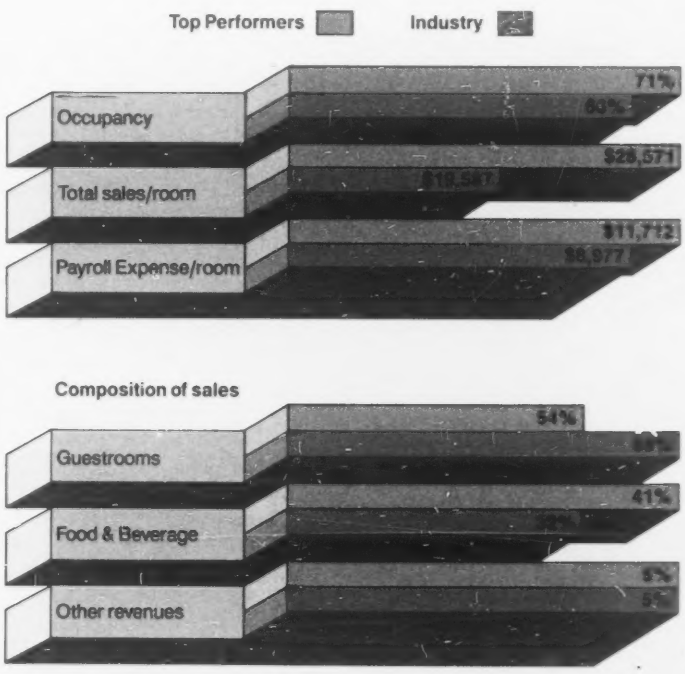
This year's number-one top performer— the 315-room, 13-year-old Sheraton Valley Forge Hotel—nudged its sales per room from $71,753 last year to $86,786 this year. Unquestionably, this is a hotel to watch. General Manager Richard Kelly wrote of plans to add 168 semi-suite guestrooms, a 50-seat coffee house, a nightclub and restaurant. In addition, plans are in place for the renovation of 247 of the existing guestrooms as well as renovation of the lobby.

Of the 100 top performers in the suburban category, 37 are past winners. As a group, the suburban top performers entice guests with luxury amenities— 41 percent offer health clubs, 91 percent have valet service—and most keep track of those guests with the latest technology systems. Among the 100 suburban top performers, there are 80 call accounting systems, 45 energy management systems, 45 satellite earth stations and nine properties installed with electronic door locks.

Occupancy slipped significantly for all suburban hotels and slightly for the top performers. Last year, the median occupancy for suburban hotels as a group was 80 percent; this year the rate is a discouraging 66 percent. Suburban top performer occupancy last year was 74 percent and this year 70 percent.

Other characteristics of the suburban top performers: they are young (91 percent are 26 years or younger); they are mostly franchised or independent; more than half have a reservations system, but they don't rely on the systems for a major portion of their business; and they have big plans. H

Suburban Top Performers vs. the Industry



Source: *Industry figures are upper quartile figures for suburban properties, except composition of sales figures, which are averages from Laventhol & Horwath's U.S. Lodging Industry 1985. Top Performer figures are averages, except occupancy and sales/room, which are medians.*

Lodging's 400 Top Performers

SUBURBAN

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Sheraton Valley Forge Hotel, King of Prussia, PA *(3)	315	86,786	1	26,730	2	8,140	13,090	5,500	82	11	690
Grand Bay Hotel, Miami, FL	181	80,160	2	14,509	12	6,577	7,284	648	73	43	400
Scanticon Princeton Executive Conference Center & Hotel, Princeton, NJ (6)	293	61,433	3	18,000	4	8,000	8,000	2,000	70	54	385
Andover Inn, Andover, MA (5)	33	60,606	4	2,000	94	500	1,500	—	76	23	80
Harrison Conference Center of Glen Cove, Glen Cove, NY	198	60,302	5	12,000	15	10,000	2,000	—	68	66	180
Allgauer's Hotel & Fireside Restaurant, Northbrook, IL	142	58,768	6	8,345	34	2,623	5,491	231	75	29	300
Harrison Conference Center/Inn of Heritage Village, Southbury, CT	121	58,611	7	7,092	33	4,014	2,498	580	67	71	142
Clinton Inn, Tenafly, NJ (8)	115	54,782	8	6,300	41	2,400	3,700	200	78	17	200
Sheraton Smithtown, Smithtown, NY (10)	212	53,820	9	11,410	17	6,010	5,100	300	83	6	230
Statler Inn, Cornell University, Ithaca, NY	51	53,313	10	2,719	93	729	1,981	9	75	37	432
Boston West Hotel, Miami, FL	344	49,067	11	16,879	8	14,000	2,879	—	92	1	250
Alameda Plaza Hotel, Kansas City, MO (9)	392	48,304	12	18,935	3	9,376	8,930	629	74	41	600
Woodcliff Lake Inn, Woodcliff Lake, NJ (14)	350	47,669	13	16,684	9	7,315	8,410	959	63	82	400
Adams Tower at New England Center, Durham, NH (20)	54	47,407	14	2,560	85	760	1,654	146	70	55	26
Loews Glen Point Hotel, Teaneck, NJ (28)	347	47,262	15	16,400	10	8,400	7,700	300	70	53	350
Sheraton Tara Hotel, Framingham, MA	375	45,333	16	17,000	7	9,000	5,000	3,000	75	30	370
Sheraton Rolling Green Hotel, Andover, MA	181	44,199	17	8,000	26	4,000	3,500	500	78	18	204
Holiday Inn, Torrance, CA (27)	386	44,041	18	17,000	6	12,000	5,000	—	75	31	230
Ramada Inn, Montvale, NJ (19)	130	44,000	19	5,720	48	3,025	2,559	136	82	10	140
Bethesda Marriott, Bethesda, MD (18)	410	43,902	20	18,000	5	10,000	8,000	—	83	7	360
Santa Clara Marriott Hotel, Santa Clara, CA	755	43,709	21	33,000	1	20,000	10,000	3,000	70	61	700
Broker Inn, Boulder, CO (21)	115	41,983	22	4,828	64	1,827	2,925	76	80	14	180
Cross Keys Inn, Baltimore, MD	148	41,891	23	6,200	43	2,500	3,700	—	65	76	180
Treadway Wellesley Inn, Wellesley, MA (25)	70	40,785	24	2,855	90	1,187	1,575	93	67	70	100
Best Western Golden Lion Hotel, Anchorage, AK (23)	83	40,157	25	3,333	77	1,799	1,407	127	83	9	65
Houstonian Hotel & Conference Center, Houston, TX	246	39,744	26	9,777	21	3,918	4,291	1,568	58	94	304
Holiday Inn Crowne Plaza, Rockville, MD (16)	315	39,175	27	12,340	14	6,500	5,400	440	68	65	290
Woodbridge Hilton Hotel, Iselin, NJ	200	39,000	28	7,800	28	4,000	3,800	—	70	56	225
Sheraton Gardens Hotel, Freehold, NJ	115	37,617	29	4,326	69	2,200	2,100	26	73	45	95
Royal Vista Inn, Chula Vista, CA	80	37,500	30	3,000	79	2,000	1,000	—	76	24	55
Shelter Island Marina Inn, San Diego, CA (30)	97	37,093	31	3,598	74	1,966	1,115	517	86	3	100
Harvey House — Plano, Plano, TX	200	36,875	32	7,375	32	4,007	3,305	63	72	48	227
Los Gatos Lodge, Los Gatos, CA	127	34,646	33	4,400	67	2,300	2,100	—	82	12	135

** Indicates last year's TOP 400 ranking*

Lodging's 400 Top Performers

SUBURBAN

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Jumer's Castle Lodge, Peoria, IL **(60)**	173	33,832	34	5,853	47	2,300	3,553	—	70	57	227
Marriott Inn Buffalo, Amherst, NY **(53)**	356	33,708	35	12,000	16	8,000	4,000	—	79	16	380
Marriott Hotel, Gaithersburg, MD **(37)**	301	33,554	36	10,100	19	6,100	4,000	—	75	33	309
Hilton Inn, Springfield, VA	246	32,520	37	8,000	25	5,000	3,000	—	75	32	250
Harvey Hotel, Dallas, TX	200	31,805	38	6,361	39	4,028	2,043	290	65	80	172
Peachtree Sheraton Conference Center, Peachtree City, GA	252	31,746	39	8,000	27	3,500	3,000	1,500	45	100	310
Residence Inn, San Mateo, CA	159	31,447	40	5,000	57	5,000	—	—	80	15	45
Strat Hallan, Rochester, NY	150	31,333	41	4,700	65	2,600	2,100	—	65	74	170
Arlington Park Hilton, Arlington Hts, IL	450	31,111	42	14,000	13	8,500	5,000	500	68	64	325
Clarion Hotel-Marina, San Rafael, CA	227	30,837	43	7,000	36	4,500	2,000	500	71	50	189
Sheraton Poste Inn, Cherry Hill, NJ **(39)**	213	30,516	44	6,500	38	3,000	3,500	—	69	63	200
Holiday Inn-Powers Ferry, Atlanta, GA	300	30,000	45	9,000	22	6,200	2,600	200	75	34	275
Raphael Hotel of Kansas City, Kansas City, MO **(46)**	123	29,967	46	3,686	73	2,660	905	121	75	38	100
Ramada Inn, Portland, ME	94	29,277	47	2,752	82	1,828	899	25	63	84	70
Sheraton Executive Tower, Ft. Washington, PA **(70)**	135	28,888	48	3,900	72	2,900	1,000	—	70	59	156
Harvest Drive Hotel, Intercourse, PA **(68)**	50	28,860	49	1,443	98	487	950	6	63	85	95
Rochester Hilton, Rochester, NY	175	28,571	50	5,000	58	3,000	2,000	—	76	25	191
North Raleigh Hilton & Towers, Raleigh, NC	345	28,551	51	9,850	20	5,600	3,850	400	68	67	220
Ramada Inn, Rochelle Park, NJ	176	28,409	52	5,000	59	3,500	1,500	—	74	42	115
Ramada Renaissance, Minnetonka, MN	222	28,378	53	6,300	42	4,000	2,000	300	62	87	250
Holiday Inn, Fairfax, VA	127	28,228	54	3,585	75	2,080	1,505	—	75	35	90
Hilton Denver South, Englewood, CO	306	27,778	55	8,500	23	5,000	3,000	500	62	89	290
Pinebarn Inn, Danville, PA **(59)**	51	27,725	56	1,414	99	372	994	48	72	46	71
Ramada Inn, Monterey, CA **(84)**	80	27,550	57	2,214	93	1,475	671	68	84	4	49
Hotel Thayer, West Point, NY	220	27,273	58	6,000	45	2,000	4,000	—	50	98	300
Cleveland Hilton South, Cleveland, OH	195	27,062	59	5,277	51	2,309	2,788	180	65	77	180
Hotel Westcourt, Phoenix, AZ **(69)**	286	26,923	60	7,700	29	4,600	2,700	400	65	79	215
Genetti Motor Lodge, Hazleton, PA **(71)**	97	26,804	61	2,600	84	807	1,500	293	66	73	135
Mikado Best Western Hotel, North Hollywood, CA **(74)**	58	26,793	62	1,554	97	744	759	51	73	44	48
Adam's Mark Houston, Houston, TX	604	26,656	63	16,100	11	8,200	6,900	1,000	56	95	357
Milwaukee Marriott, Brookfield, WI	396	26,179	64	10,367	18	5,733	4,165	469	71	49	310
The Morris Inn, Notre Dame, IN **(90)**	92	26,152	65	2,406	89	950	1,300	156	63	86	160
Sheraton Perimeter Park South, Birmingham, AL	204	26,107	66	5,326	50	2,877	2,186	263	58	93	219

Lodging's 400 Top Performers

SUBURBAN

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Wilmington Hilton, Claymont, DE	193	25,798	67	4,979	63	2,943	1,869	167	65	75	193
Holiday Inn Harrisburg, Grantville, PA	195	25,753	68	5,022	58	2,770	2,145	107	76	26	180
Jumers Castle Lodge, Bettendorf, IA	213	25,568	69	5,446	49	2,880	2,566	—	76	27	205
Kimballs By The Sea, Cohasset, MA	55	25,454	70	1,400	100	900	500	—	50	99	40
Country Inn, Pewaukee, WI	110	25,181	71	2,770	71	1,200	1,520	50	55	96	100
Sheraton Homewood Inn, Homewood, IL	204	24,755	72	5,050	55	2,500	2,500	50	63	83	155
Beverly Garland Hotel, Sacramento, CA (97)	207	24,686	73	5,110	53	2,996	1,654	460	74	40	127
Sheraton Hotel Waterbury, Waterbury, CT	284	24,647	74	7,000	35	3,500	3,500	—	51	97	200
Holiday Inn of Monroe, Monroe, MI	127	24,567	75	3,120	78	1,560	1,560	—	76	28	90
Holiday Inn-Tampa State Fair, Tampa, FL (95)	183	24,469	76	4,478	66	2,432	2,018	28	75	39	231
Hilton Inn, Milwaukee, WI	164	24,457	77	4,011	71	2,053	1,958	—	59	90	90
Ramada Inn, West Long Branch, NJ	100	24,360	78	2,436	88	1,700	700	36	70	58	54
Sheraton Westgate, Toledo, OH	319	24,247	79	7,735	30	4,735	2,500	500	62	88	225
Sheraton Inn NW, Minneapolis, MN	215	24,186	80	5,200	52	2,100	3,100	—	67	69	100
Holiday Inn of Bellevue, Bellevue, WA (92)	182	24,175	81	4,400	69	2,600	1,800	—	78	20	85
Quincy Bay Inn, Quincy, MA	105	23,810	82	2,500	86	1,200	1,300	—	78	21	65
Holiday Inn, West Bloomfield, MI	260	23,562	83	6,126	44	4,336	1,489	301	63	8	185
Oaklawn Holiday Inn, Oaklawn, IL	150	23,333	84	3,500	78	2,000	1,400	100	70	60	100
Chieftain Hotel, Wenatchee, WA (96)	105	23,229	85	2,439	87	1,016	1,423	—	71	51	100
Sheraton University Center, Durham, NC	323	23,219	86	7,500	31	5,000	2,000	500	71	52	230
Orrington Hotel, Evanston, IL (86)	280	23,214	87	6,500	40	4,000	2,500	—	55	91	225
Columbia Inn, Columbia, MD	289	23,183	88	6,700	37	4,000	2,700	—	70	62	190
Depot Motor Inn, Pittsford, NY (83)	100	23,170	89	2,317	91	1,400	900	17	86	2	80
Arctic Hosts, Anchorage, AK	98	22,745	90	2,229	92	2,220	9	—	72	47	16
Treadway Cromwell Hotel, Cromwell, CT	220	22,727	91	5,000	60	3,000	2,000	—	75	36	200
Sheraton Berkshire Inn, Reading, PA	260	22,692	92	5,900	45	3,200	2,400	300	78	19	190
Sheraton Inn, Lansing, MI	225	22,627	93	5,091	54	2,597	2,272	222	65	81	200
Murray Hill Inn, New Providence, NJ	75	22,627	94	1,697	95	1,621	—	76	77	22	26
Holiday Inn Northbrook, Northbrook, IL	312	22,596	95	7,050	34	4,950	1,500	600	84	5	185
Brookhollow Inn Richardson, Richardson, TX	71	22,535	96	1,600	96	1,593	7	—	71	13	35
Best Western Westward Ho Hotel, Grand Forks, MO	107	22,430	97	2,400	90	600	1,800	—	68	68	125
Sheraton Inn-Lansing, Lansing, MI	225	22,262	98	5,009	62	2,556	2,272	181	65	78	200
Holiday Inn Denver No. Denver, CO	225	22,222	99	5,000	61	2,500	2,500	—	67	72	—
Holiday Inn, Hamburg, NY	80	22,222	100	4,000	70	1,500	2,500	—	57	92	150

HIGHWAY Top Performers

After several years of meaty occupancy, highway hotel managers across the country watched fleets of cars pass them by in 1985. Compared to 1983 and 1984, the year 1985 was discouraging for many of our top performers and devastating for many other highway hotels.

With two years of mid-70s occupancy rates, top performing highway hotels saw occupancy drop five percentage points and total sales per room slip an average of $3,000. Others in the industry may have wished they'd fared that well. Occupancy dropped from a cushiony 77 percent in 1984 to 65 percent in 1985 for all highway hotels. The drop was accompanied by a slip in total sales per room from $23,467 to $14,410.

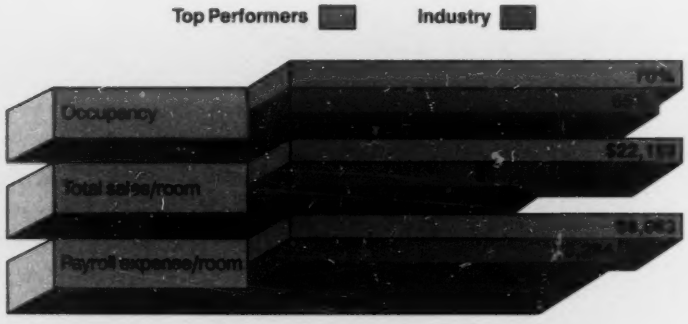
Our top top performer, the Holiday Inn Holidome in Dodge City, Kansas, proves there are exceptions to the overall cloudy performance of highway hotels. Gleaning $1.7 million from food and beverage facilities, $1.2 million from guestrooms and $3 million from other sources of revenue, this 110-room, six-year-old property chalked up $53,636 in total sales per room in 1985—more than $30,000 above the top performer average for highway hotels. This is the first year the Holiday Inn Holidome in Dodge City has made the list of top performers.

The second-place winner, Northampton Hilton Inn in Northampton, Massachusetts, has made more frequent showings on the top performer list. For the third year in a row, this 16-year-old, 127-room property has been among the top five highway performers. With total annual dollar volume of $5.2 million, the hotel earned $1.9 million in guestroom revenues, $3.2 million in food and beverage sales and $81,000 from other sources. By the end of 1986, the hotel will have an additional 34 rooms, and 85 of the existing rooms will be renovated.

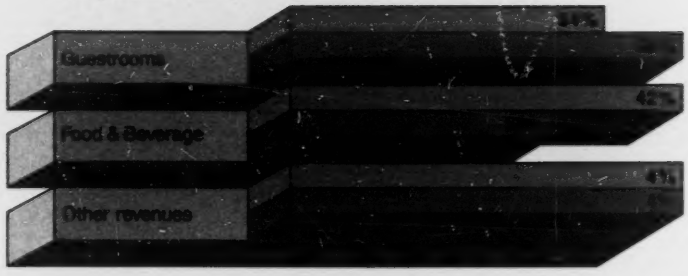
Our top performers and the rest of the highway hotels in the country tend to slice their sales pie in different ways. While guestrooms account for 54 percent of sales for top performers, rooms bring in an average of 62 percent of sales for the industry. Food and beverage accounts for 45 percent of sales for the top performers and 34 percent for the rest of the industry.

Most of the highway hotels in our study are franchised and have been in business between 11 and 26 years. All but six of the top performers are members of a reservations system. Highway properties tend to rely on reservations more than other top performers.

Highway Top Performers vs. the Industry



Composition of Sales



Source: *Industry figures are upper quartile figures for highway properties, except composition of sales figures, which are averages from Laventhol & Horwath's U.S. Lodging Industry 1985. Top Performer figures are averages except occupancy and sales/room, which are medians.*

Lodging's 400 Top Performers

HIGHWAY

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Holiday Inn Holidome, Dodge City, KS	110	53,636	1	5,900	7	1,200	1,700	3,000	72	29	115
Northampton Hilton Inn, Northampton, MA *(3)	127	40,968	2	5,203	12	1,877	3,245	81	79	12	190
Los Robles Lodge, Santa Rosa, CA	102	34,698	3	3,678	24	1,460	2,119	99	74	23	102
Ramada Inn, Rochelle Park, NJ	176	34,091	4	6,000	6	4,000	2,000	—	75	21	145
Sheraton Columbia N.W., Columbia, SC	185	32,230	5	5,318	11	2,367	2,492	459	75	20	139
Best Western Parkside Inn, Fresno, CA (11)	46	31,870	6	1,466	61	475	959	32	73	24	65
Hanalei Hotel, San Diego, CA	425	29,400	7	12,495	1	8,104	4,298	93	80	10	338
Holiday Inn Laguna Hills, Laguna Hills, CA	150	28,667	8	4,300	20	2,700	1,300	300	75	19	104
Ramada Hotel, Lanham, MD (19)	172	27,506	9	4,731	14	2,598	1,848	285	73	25	152
Holiday Inn Dayton Mall, Miamisburg, OH	197	27,411	10	5,400	10	3,400	1,800	200	81	5	147
Best Western Executive Inn, Tacoma, WA (18)	140	26,429	11	3,700	23	1,500	2,100	100	64	54	120
Sheraton Inn—Shenango, West Middlesex, PA	155	25,877	12	4,011	21	1,661	2,057	293	64	53	136
Sheraton Fashion Square, Saginsaw, MI	156	25,641	13	4,000	22	2,200	1,800	—	81	7	103
Sheraton University Inn, Ann Arbor, MI	197	25,381	14	5,000	13	3,000	2,000	—	80	8	185
Sheraton Inn—Hazlet, Hazlet, NJ	120	25,000	15	3,000	35	1,800	1,200	—	78	14	80
Howard Johnson's East, Lafayette, IN (9)	126	24,603	16	3,100	31	1,650	1,450	—	70	34	150
Midland Holiday Inn, Midland, MI (35)	180	24,550	17	4,419	19	2,473	1,718	228	80	9	140
Holiday Inn of Zanesville, Zanesville, OH (46)	100	24,340	18	2,434	47	1,270	919	245	81	6	98
Chalet & Holiday Inn of Wapakoneta, Wapakoneta, OH	100	24,310	19	2,431	48	991	1,295	145	72	27	76
Quality Inn-Bedford, Bedford, PA (34)	49	24,184	20	1,185	64	455	730	—	68	42	48
Holiday Inn—Eueleth, Eueleth, MN	145	24,138	21	3,500	26	2,000	1,500	—	72	28	85
Sheraton Centre Park Hotel-Arlington, Arlington, TX	317	23,659	22	7,500	2	4,500	2,750	250	60	61	425
Sheraton Harrisonburg Inn, Harrisonburg, VA (55)	139	23,374	23	3,249	29	1,629	1,530	90	71	31	135
Hickory House Motor Lodge, Horseheads, NY	30	23,333	24	700	66	250	450	—	85	3	45
Holiday Inn of Benton Harbor, Benton Harbor, MI (23)	151	23,179	25	3,500	27	1,600	1,600	300	85	2	125
Writer's Manor Hotel, Denver, CO	325	23,028	26	7,484	3	3,974	3,250	260	67	47	300
Sheraton Harrisburg West, New Cumberland, PA (32)	197	22,843	27	4,500	15	2,800	1,600	100	70	36	125
Best Western Braddock Motor Inn, LaVale, MD	78	22,436	28	1,750	59	975	775	—	82	4	70
Ramada Inn, Grand Forks, IN (44)	99	22,172	29	2,195	50	1,290	855	50	76	15	85
Sheraton Inn, Colorado Springs, CO	201	22,169	30	4,456	18	2,645	1,700	111	65	51	130
Best Western Hilltop Inn, Redding, CA	113	22,159	31	2,504	43	1,294	1,210	—	69	41	71
Hitching Post Inn, Cheyenne, WY	250	22,000	32	5,500	9	2,500	3,000	—	80	11	250
Imperial House Hotel, Findlay, OH (52)	116	22,000	33	2,552	42	1,103	1,351	98	68	44	98

** Indicates last year's TOP 400 ranking*

Lodging's 400 Top Performers

HIGHWAY

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Holiday Inn of Norwalk, Norwalk, CT	267	21,948	34	5,860	8	4,451	1,155	254	69	39	85
Holiday Inn Blacksburg, VA (60)	98	21,939	35	2,150	61	1,030	1,035	85	68	43	70
Quality Inn, Pocatello, ID	151	21,854	36	3,300	28	1,500	1,800	—	67	45	125
Sheraton Aberdeen Hotel, Aberdeen, MD **(26)**	130	21,531	37	2,799	39	1,415	1,265	119	47	64	100
Wyndham Hotel Southpark, Austin, TX	313	21,524	38	6,737	4	4,034	2,466	237	65	48	220
Holiday Inn Kearney, Kearney, NE	210	21,429	39	4,500	16	2,800	1,700	—	72	30	120
Keller Ramada Inn, Effingham, IL **(50)**	145	21,276	40	3,085	32	1,385	1,642	58	70	37	135
Holiday Inn Minneapolis-Plymouth, Plymouth, MN	120	20,833	41	2,500	44	1,500	900	100	70	35	100
Jumer's Continental Inn, Galesburg, IL	148	20,703	42	3,064	34	1,202	1,862	—	51	63	150
Window Rock Motor Inn, Window Rock, AZ	56	20,643	43	1,156	65	363	587	206	47	65	44
Ramada Inn South, Richmond, VA	98	20,408	44	2,000	54	1,000	1,000	—	76	16	80
Holiday Inn, Freeport, IL	91	20,330	45	1,850	56	750	1,100	—	63	55	95
Quality Inn of Opelousas, Opelousas, PA	87	20,149	46	1,350	62	1,000	350	—	75	22	30
Best Western Inn, Thief River Falls, MN	78	20,079	47	1,566	60	558	972	36	63	56	100
Seven Seas Lodge, San Diego, CA	307	19,997	48	6,139	5	4,675	1,251	213	87	1	140
Ramada Inn West Point, Newburgh, NY	126	19,841	49	2,500	45	1,500	1,000	—	70	33	100
Best Western Red Bull Motor Inn, Waterbury, CT	101	19,802	50	2,000	52	1,200	800	—	58	62	85
Best Western Bidarken Inn, Homer, AK **(42)**	84	19,766	51	1,265	63	813	452	—	65	50	32
Ramada Inn Somerset, Somerset, PA	152	19,678	52	2,991	36	1,599	1,322	70	73	26	125
Holiday Inn Sunland Park, El Paso, TX	178	19,663	53	3,500	25	2,000	1,500	—	65	49	135
Holiday Inn, Beaver Falls, PA	158	19,449	54	3,073	33	1,716	1,081	276	67	46	85
Holiday Inn, Sidney, Ohio	98	19,214	55	1,883	55	958	925	—	79	13	80
Sheraton Danville Inn, Danville, PA	146	19,178	56	2,800	38	1,500	1,100	200	62	57	—
Holiday Inn West, Syracuse, NY	153	19,137	57	2,928	37	2,000	928	—	76	17	70
Shasta Inn, Redding, CA	144	19,097	58	2,750	41	1,375	1,375	—	60	59	100
Holiday Inn Chester, Chester, VA	168	19,048	59	3,200	30	2,000	1,100	100	69	40	88
Holiday Inn, Suffolk, VA	100	19,000	60	2,000	53	1,100	900	—	69	38	60
Holiday Inn—Other Creek, Little Rock, AR	96	18,857	61	2,782	40	741	682	1,359	37	66	70
Village Green Motor Hotel, Cottage Grove, OR	96	18,833	62	1,808	58	896	877	35	62	58	—
Quality Inn Shenandoah Valley, New Market, VA	100	18,500	63	1,850	57	1,200	650	—	65	52	75
Columbia Hilton Inn & Conference Center, Columbia, MO	123	18,423	64	2,266	49	1,123	1,143	—	60	60	130
La Quinta Motor Inn, Lafayette, LA	139	17,986	65	2,500	46	2,500	—	—	71	32	30
TraveLodge at the Park, Anaheim, CA	252	17,857	66	4,500	17	3,000	1,200	300	75	18	120

AIRPORT
Top Performers

Airport top performers emerged from a turbulent year only slightly bruised, though many other airport hotels in the country are still experiencing the aftershocks from 1985. Like the top performers in the highway, center city and suburban categories, airport top performers experienced decreased sales per room from the previous year and increased payroll expenses.

This year, total sales per room for top performers averaged $26,926, while total sales per room in 1984 were $29,629. During the same period, payroll expense per room increased from $8,663 to $9,536.

A handful of airport hotels, however, found 1985 to be smoother than ever. Topping our list, the Doubletree Plaza Hotel in Seattle climbed to first place in only six years. Last year, the hotel claimed the 15th position, with an average of $30,769 in sales for each of its 221 rooms. This year, the hotel pulled easily to the front with $49,774 in sales per room. Occupancy was 83 percent for the hotel.

The year 1985 was a good one for the Sheraton Inn at Newark Airport, our second-place winner. With 76-percent occupancy the hotel earned $45,849 on each of its 259 rooms.

The Registry Hotel of Irvine, California maintained its third-place position for the second year in a row, though sales per room decreased from $45,918 to $40,956.

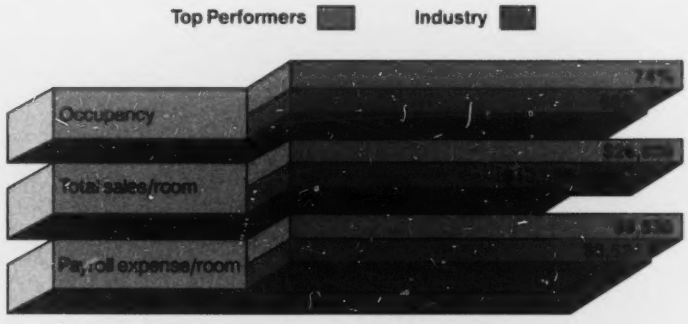
A growing number of airport properties are offering luxury amenities, such as health clubs, in-room movies and teleconferencing facilities. All of the top performers have foodservice and most offer roomservice, liquor service, banquet and meeting facilities, valet services and a swimming pool.

At 74 percent, airport hotels have a slightly higher occupancy rate than other top performers, with the exception of highway hotels. Last year, however, the median occupancy for all airport hotels was 78 percent.

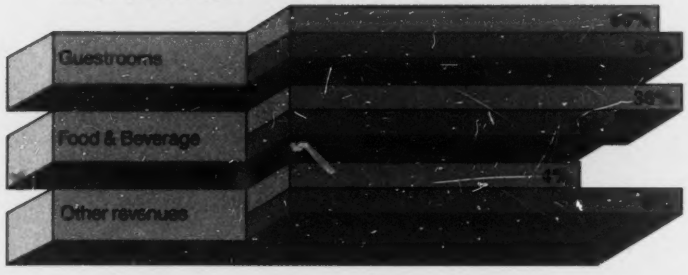
As in past years, the major portion of sales comes from the airport hotel guestrooms—67 percent—while 37 percent comes from food and beverage facilities and four percent from other sources of revenue.

As an industry, airport hotel experienced some hard times in 1985. Occupancy for all airport hotels slipped from 79 percent in 1984 to 68 percent in 1985. Along with occupancy, total sales per room also dipped—from $21,831 to $19,857. H

Airport Top Performers vs. the Industry



Composition of Sales



Source: *Industry figures are upper quartile figures for airport properties, except composition of sales figures, which are averages from Laventhol & Horwath's U.S. Lodging Industry 1985. Top Performer figures are averages, except occupancy and sales/room, which are medians.*

Lodging's 400 Top Performers

AIRPORT

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Doubletree Plaza, Seattle, WA *(15)	221	49,774	1	11,000	12	6,000	5,000	—	83	4	160
Sheraton Inn, Newark, NJ	259	45,849	2	11,875	10	6,032	5,541	302	76	13	920
The Registry Hotel, Irvine, CA (3)	293	40,956	3	12,000	8	6,000	4,000	2,000	66	32	450
Marriott Hotel, Irvine, CA	504	40,639	4	20,482	1	11,685	7,685	1,112	74	17	500
Sheraton Riverhouse, Miami, FL	408	40,225	5	16,412	3	9,034	6,845	533	85	3	450
South Lake Inn, Anchorage, AK	104	38,462	6	4,000	31	2,200	1,800	—	70	24	18
Red Lion Inn, Ontario, CA	343	36,443	7	12,500	7	5,600	6,750	150	70	25	400
Hilton Marina Hotel, Miami, FL	500	36,000	8	18,000	2	9,862	7,501	637	67	28	307
Marriott Hotel, Philadelphia, PA	331	35,952	9	11,900	9	7,200	4,100	600	75	14	337
Sheraton Grand Hotel, Dallas, TX	300	33,703	10	10,111	13	6,229	3,544	338	73	18	310
Sheraton Airport Inn, Richmond, VA	151	33,113	11	5,000	28	2,500	2,500	—	63	34	203
Arlington Hilton Hotel, Arlington, TX	310	28,910	12	8,962	16	5,066	3,535	361	77	10	227
Hilton Hotel—Airport Inn, Boston, MA	550	28,182	13	15,500	4	12,000	3,000	500	73	19	1,010
Holiday Inn Crowne Plaza, Burlingame, CA	411	28,467	14	11,700	11	8,181	3,081	438	67	29	285
Villa Hotel, San Mateo, CA	290	27,310	15	7,920	18	5,500	2,200	220	78	9	240
Holiday Inn, Ronkonkoma, NY	195	27,066	16	5,278	27	3,439	1,700	139	72	22	195
Holiday Inn Holidome, Sacramento, CA	230	26,926	17	6,193	23	3,500	2,480	213	78	11	185
Ramada Renaissance Hotel, College Park, GA (32)	495	26,812	18	13,272	5	7,885	4,672	715	69	27	370
Cleveland Airport Marriott, Cleveland, OH (23)	378	26,661	19	10,078	14	6,132	3,821	125	72	21	320
AMFAC Hotel, Burlingame, CA	339	26,593	20	9,015	15	5,626	2,570	819	79	8	198
Holiday Inn International, Bloomington, MN	298	26,473	21	7,889	19	4,777	2,499	613	88	1	260
The Thunderbird Motel, Bloomington, MN (28)	263	25,726	22	6,766	20	3,277	2,769	720	67	31	240
Ramada Hotel, Alexandria, VA	258	24,992	23	6,448	22	4,256	1,999	193	75	15	167
Holiday Inn Airport, Rochester, NY	225	24,106	24	6,047	24	3,720	2,100	227	76	12	200
Holiday Inn—D/FW North, Irving, TX	276	23,644	25	6,573	21	4,040	2,210	323	73	20	278
Holiday Inn—Briley Parkway, Nashville, TN (22)	394	22,675	26	8,934	17	6,625	2,053	256	75	16	250
Travelers Hotel of LaGuardia, East Elmhurst, NY	178	22,472	27	4,000	32	3,600	400	—	80	6	137
Ramada Inn, Evansville, IN	198	22,414	28	4,438	30	2,158	2,180	100	71	23	135
Quality Inn Airport, Philadelphia, PA	240	22,083	29	5,300	26	2,800	2,500	—	88	2	135
Sheraton Inn Airport, Rochester, NY	146	20,993	30	3,065	34	1,922	935	208	66	33	100
Miami Skyways Motel, Miami, FL	172	20,349	31	3,500	33	2,300	1,200	—	70	26	85
Hacienda Hotel, El Segundo, CA	640	20,313	32	13,000	6	10,500	2,500	—	80	5	250
Hilton Hotel, Des Moines, IA	228	19,736	33	4,500	29	2,250	2,250	—	67	30	200
Holiday Inn Airport South, Essington, PA	307	19,544	34	6,000	25	4,000	2,000	—	80	7	200

** Indicates last year's TOP 400 ranking*

Lodging Hospitality CHAIN REPORT

RANK	U.S. LODGING CHAINS	U.S. Properties		Status of Properties				Foreign Properties	
		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
1	**Holiday Corporation (1)*** Memphis, TN								
	Holiday Inns & Crowne Plazas	271,403	1,480	121	1,324	35	0	48,300	207
	Embassy Suites	13,510	60	30	30	0	0	0	0
	Hampton Inns	4,630	45	8	37	0	0	0	0
	Residence Inns	8,668	69	34	42	0	0	0	0
	Harrahs	2,868	4	0	0	0	0	0	0
	TOTAL	301,079	1,658	193	1,433	35	0	48,300	207
2	**Best Western International Inc. (2)** Phoenix, AZ								
	Best Westerns	173,761	1,926	0	0	0	1,926	70,258	1,278
3	**Quality International Inc. (6)** Silver Spring, MD								
	Comfort Inns	28,523	314	0	314	0	0	697	10
	Quality Inns	62,249	495	13	479	3	0	7,246	54
	Quality Royales	2,732	12	1	11	4	0	683	6
	Comfort Suites	1,436	9	0	9	0	0	0	0
	Quality Suites	3,401	16	0	16	0	0	0	0
	Quality Royale Suites	140	1	0	1	0	0	0	0
	TOTAL	98,481	847	14	830	7	0	8,626	70
4	**Hilton Hotels Corporation (3)** Beverly Hills, CA								
	Hilton Hotels	96,101	270	25	218	23	3	622	1
5	**The Sheraton Corp. (4)** Boston, MA								
	Sheraton Hotels	92,197	369	13	312	44	0	42,925	118
6	**Ramada Inns, Inc. (5)** Phoenix, AZ								
	Ramada Inns	67,229	455	14	441	3	0	2,449	18
	Ramada Hotels	13,213	51	12	39	2	0	6,396	26
	Ramada Renaissance Hotels	5,540	10	3	7	8	0	3,540	12
	TOTAL	85,982	516	29	487	13	0	12,384	56
7	**Marriott Corporation (8)** Washington, D.C.								
	Marriott Hotels and Resorts	65,809	144	21	36	87	0	4,391	12
	Courtyard by Marriott	1,500	12	0	0	0	0	0	0
	TOTAL	67,309	156	21	36	87	0	4,391	12
8	**Days Inns of America (9)** Atlanta, GA								
	Days Inn	55,000	350	42	308	0	0	116	1
9	**Howard Johnson Franchise Systems, Inc. (7)** Braintree, MA								
	Howard Johnson Hotels	54,512	453	0	453	0	0	1,577	13
10	**Motel 6, Inc. (11)** Santa Barbara, CA								
	Motel 6	45,000	401	401	0	0	0	0	0
11	**Hyatt Hotels Corporation (10)** Chicago, IL								
	Hyatt Hotels	44,000	80	0	0	80	0	14,378	41

RANK	U.S. LODGING CHAINS	U.S. Properties		Status of Properties				Foreign Properties	
		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
12	**Travelodge International Inc. (12)** El Cajon, CA								
	TravelLodge	28,884	424	27	174	0	223[a]	1,787	29
	Viscount	3,953	14	12	2	0	0	238	1
	Exclusive	1,501	5	0	0	0	0	0	0
	TOTAL	34,338	444	39	176	0	223	2,025	30
13	**Econo Lodges of America, Inc. (13)** Charlotte, NC								
	Econo Lodges	29,867	374	18	354	2	0	120	2
14	**LaQuinta Motor Inns Inc. (14)** San Antonio, TX								
	LaQuinta Motor Inns	21,748	178	166	10	0	0	0	0
15	**Super 8 Motels, Inc. (17)** Aberdeen, SD								
	Super 8 Motels	21,206	336	44	289	46	0	39	1
16	**Westin Hotels (15)** Seattle, WA								
	Westin Hotels	2,200	5	N/R	N/R	N/R	N/R	1,655	6
	Westin Resorts	16,503	24	N/R	N/R	N/R	N/R	10,313	21
	TOTAL	18,703	29	—	—	—	—	11,968	27
17	**Hospitality International Inc. (18)** Atlanta, GA								
	Red Carpet Inns	9,096	94	0	94	0	0	0	0
	Scottish Inns	6,840	102	0	102	0	0	0	0
	Master Host Inns	2,129	20	0	20	0	0	224	2
	Master Host Resorts	609	3	0	3	0	0	0	0
	TOTAL	18,674	219	0	219	0	0	224	2
18	**Rodeway Inns International, Inc. (16)** Dallas, TX								
	Rodeway Inns	17,144	144	0	140	4	0	10,460	92
19	**Red Roof Inns, Inc. (21)** Hilliard, OH								
	Red Roof Inns	17,062	155	155	0	0	0	0	0
20	**Radisson Hotel Corporation (19)** Plymouth, MN								
	Plaza Hotels	3,566	9	0	2	7	0	0	0
	Suite Hotels	1,266	5	0	4	1	0	0	0
	Hotels	7,154	26	0	12	14	0	3,806	19
	Inns	3,484	14	1	10	0	0	0	0
	Resorts	1,360	4	2	2	0	0	784	3
	TOTAL	16,830	58	3	28	22	0	4,590	22
21	**Friendship Inns International (20)** North Bergen, NJ								
	Friendship Inns	14,100	235	2	233	0	0	1,800	36
22	**Preferred Hotels Worldwide (23)** Lombard, IL								
	Preferred Hotels	13,911	45	0	0	0	45[a]	6,711	28
23	**Downtowner-Passport International Hotel Corporation (22)** Madison, TN								
	Downtowner Motor Inns	6,870	42	0	42	0	0	0	0
	Passport Motor Inns	5,040	38	0	38	0	0	0	0
	TOTAL	11,910	80	0	80	0	0	0	0
24	**Americana Hotels Inc. (25)** Chicago, IL								
	Americana Hotels	10,200	29	29	0	0	0	1,700	5
25	**Knights Inn** Reynoldsburg, OH								
	Knights Inns	10,000	93	91	1	1	0	0	0

a-managed and partially owned N/R-not reported *indicates last year's rank